

**CONCORDIA UNIVERSITY  
FACULTY OF COMMERCE AND ADMINISTRATION  
MINUTES OF THE FACULTY COUNCIL MEETING  
HELD FRIDAY, MAY 3, 1996**

**Present:** M. Anvari (Chair)  
A. Ahmad (Fina.), V. V. Baba (Mana.), A. Brodt (Fina.), T. Bui (OVRA), J. Craighead (Acco.),  
D. Doreen (DS&MIS), Z. Gidengil (Mktg.), S. K. Goyal (DS&MIS) J. Hall (Mana.), A. Hochstein  
(MBA), S. Hoffman (Lib), M. Ibrahim (Acco.), G. Johns (Mana.), V. H. Kirpalani (Mktg), A. Lavack  
(Mktg.), R. A. Long (Acco.), S. Lorber (CGSA), G. Martin (Comp. Sci.), J. McIntosh (Econ.),  
D. Morin (Assoc. Dean), K. Norman (CASA), F. Rashkovan (Mana.), J. Rosenblatt (Mktg.),  
D. Srinivasan (CASA), M. Thakor (Mktg.), T. J. Tomberlin (Assoc. Dean), C. Vallejo (Mod. Lang.),  
P. Varson (Fina.), M. Veloso (CASA), J. Woodrow (Comp. Ser.)

**Guests:** S. J. Fata (CGSA), T. Geha (CASA), T. Lituchy (IBUS), F. Martin (Mana.), K. Tsolakos (CASA),  
I. Sinclair (CGSA)

**I Call to Order**

**II Closed Meeting**

**III Open Meeting**

**IV Approval of the Agenda - CAFC-96-03A**

IT WAS MOVED BY D. SRINIVASAN AND SECONDED BY A. AHMAD THAT FACULTY COUNCIL APPROVE THE AGENDA, CAFC-96-03A, AS PRESENTED.

THE MOTION WAS CARRIED.

**V Approval of the Minutes - CAFC-96-02M**

IT WAS MOVED BY J. CRAIGHEAD AND SECONDED BY J. HALL THAT FACULTY COUNCIL APPROVE THE MINUTES, CAFC-96-02M, AS PRESENTED.

THE MOTION WAS CARRIED.

**VI Chair's Remarks and Question Period - CAFC-96-03A-02**

The Chair referred to the Faculty Organizational chart, CAFC-96-03A-02, and announced the following appointments:

A. Brodt, Chair, Department of Finance, effective February 1, 1996

J. Etezadi, Chair, Department of Decision Sciences and MIS, effective June 1, 1996

J. A. Rosenblatt, Associate Dean, External Affairs and Executive Programs, effective June 1, 1996

A. B. Ibrahim, Associate Dean, Administration and Human Resources, effective June 1, 1996

The Chair also announced that A. Jalilvand has been appointed Editor-in-Chief of the Canadian Journal of Administrative Sciences, effective January 1, 1997 - December 31, 1999.

With regard to the University budget, he reported that the shortfall is expected to be \$12.5M. The provisional University budget will be released after the full impact of FALRIP has been calculated. With regard to the Faculty's planning and budget process, he reported that a draft of the Faculty's document would be made available to the members of the Faculty Planning and Budget Committee on May 7th prior to the committee meeting which is scheduled on Friday, May 10th. The Faculty Planning and Budget document will be reviewed at the May 24th Faculty Council meeting before proceeding to SCAPP.

As a follow-up to his recent memorandum to all faculty regarding the status of the AACSB project, the Chair reported that the first draft of the self-appraisal report will be forwarded to R. Holmes of Babson College, a member of the AACSB evaluation team, for his comments on May 7th. The final document must be sent to AACSB by May 31st. He thanked the Chairs and the Program Directors for their supportive efforts in streamlining the 1996-97 schedules to meet the AACSB standards. He also reported that the AACSB evaluation team is scheduled to visit the Faculty in October 1996. A series of information sessions for the faculty members in preparation for the visit will be scheduled during the summer months.

The Chair encouraged faculty members to attend the Rector's open forum which will take place on Tuesday, May 14th. He announced that the Faculty Council meeting of May 24th would include a number of important items for the Faculty as well as the approval of spring graduates and urged all members to make every effort to attend. He also announced that an open meeting for all faculty with the decanal team will follow the Council meeting at 14:00 on May 24th. In conclusion, the Chair announced that the 1996 Women and Work Symposium, featuring Micheline Bouchard, Vice-President, Quebec Operations of Hewlett-Packard (Canada) Ltd. as the keynote speaker, will begin at 08:30 a.m. on Friday, May 10, in the De Sève Theatre, Faculty members were encouraged to attend.

G. Johns, a member of the Travel Review Committee, reported that the revised University travel policy gives faculty members more flexibility in making their travel arrangements. Faculty members can use the travel agent of their choice. However, this choice precludes prepayment by the University and the reimbursement will be limited to the amount quoted by one of the two travel agents who have been officially recognized by the University.

During the ensuing question period, it was confirmed that the revised organizational chart should indicate a single Academic Advisor and that the name of the International Exchange Programs had not officially been changed to the Centre for International Business.

#### VIII Business arising from previous meeting

##### 1. Recommendations of the Faculty Teaching Committee for the Annual FC&A Distinguished Teaching Awards - CAFC-96-02A-03

IT WAS MOVED BY J. HALL AND SECONDED BY A. AHMAD THAT FACULTY COUNCIL APPROVE THE RECOMMENDATIONS OF THE FACULTY TEACHING COMMITTEE AS ITEMIZED ON PAGE FOUR OF DOCUMENT CAFC-96-02A-03

A discussion followed regarding the low participation rate of faculty members in the present process which requires the nominated candidates to prepare dossiers to provide evidence of excellent teaching. While some members indicated that the process should remain a competitive one conducted similarly to the 3M Teaching Award, other members stated that the process should be similar to the Awards of Distinction which places the onus of providing the evidence of excellence on the committee responsible for the selection of award winners. It was suggested that



a stipend be included with the award as an incentive for increasing the participation rate. It was also suggested that the nomination process begin at the department level and that the panel of judges consist only of students. It was agreed that the Teaching Committee would consider alternative models for selecting the award winners and report back to Council in September.

THE MOTION WAS UNANIMOUSLY CARRIED - 26 IN FAVOUR, 0 OPPOSED, 0 ABSTENTIONS

IX **Report: Commerce Undergraduate Curriculum Committee - CAFC-96-03A-03 and CAFC-96A-03A-04**

IT WAS MOVED BY D. MORIN AND SECONDED BY M. IBRAHIM THAT FACULTY COUNCIL APPROVE THE REVISIONS OF THE UNDERGRADUATE ACCOUNTING CURRICULUM AND THE INTERNATIONAL BUSINESS CURRICULUM AS PRESENTED IN DOCUMENTS CAFC-96-03A-03 AND CAFC-96-03A-04, RESPECTIVELY.

With regard to the presentation of the revisions, it was suggested that the credit value of each course and the credit value of the major be added.

With respect to the recommended language courses for the International Business Program, strong concern was expressed about the resource implications. The courses offered by the Department of Modern Languages and Linguistics are almost completely filled by their own students and the department does not have sufficient resources to offer additional courses or course sections. It was indicated that, given the needed resources, the department would welcome discussions with the Faculty of Commerce and Administration regarding the mounting of specific languages courses for business students.

IT WAS MOVED BY D. MORIN AND SECONDED BY M. IBRAHIM THAT FACULTY COUNCIL GRANT SPEAKING PRIVILEGES TO T. LITUCHY, DIRECTOR, INTERNATIONAL BUSINESS.

In response to the comments and counsel of the representative from the Department of Modern Languages and Linguistics, T. Lituchy confirmed that the absence of Italian in the list of restricted courses for Western Europe was an oversight. She also agreed to delete the Russian course because the structure of the course was inappropriate for business students. With regard to the major in International Business and the minor in foreign languages, she stated that it was her understanding that students registered in the minor would not encounter difficulty with registration because they would be considered students of the Department of Modern Languages and Linguistics. Moreover, students would acquire an expertise in a specific language after taking 30 credits.

The Chair remarked that informal discussions have taken place with the administration of the Faculty of Arts and Science regarding resources for language courses for Commerce students. The Faculty of Commerce and Administration would be willing to finance the needed courses on the basis of receiving FTE credits while the Faculty of Arts and Science would prefer to accept the financing and the FTE credits. It is hoped that a resolution will soon be found.

It was noted that the International Business Program had made a similar recommendation for the curriculum revision two years ago which was subsequently stopped at the Academic Program committee because the Department of Modern Languages and Linguistics did not have the resources to meet the demand created by the revision. One possible but undesirable solution would be for the Faculty of Commerce and Administration's International Business Program to mount the necessary language courses.

It was pointed out that there is a one year lag in the return of the funding for FTEs. Further, it was pointed out that the increase over the past twenty years in the number of FTEs in the Department of Modern Languages has not been reflected in the department's budget allocation. With regard to the Faculty of Commerce and Administration giving language courses, it was indicated that in addition to business communication skills, students would benefit from learning about the history and the culture of the language. After further discussion it was agreed that the issue was not a problem between the Faculty and

the Department of Modern Languages and Linguistics. The Faculty and the Department share a mutual sense of frustration when the extremely limited resources that are available make it difficult to meet the pedagogical needs of the students.

The following deletions were agreed upon: Document CAFC-96-03A-04, Summary of the Proposed Bachelor of Commerce with a Major in International Business, section 1, Major in International Business, line 3 - delete the sentence following "restricted elective courses outside the Faculty" and delete page 4, Appendix 1.

The need for Japanese and Mandarin language courses was emphasized. The notion of the Faculty offering such courses or sending the students to McGill would be considered. It was stated that given the appropriate resources the Department of Modern Languages and Linguistics would be pleased to offer Japanese and Mandarin. It was suggested that the Director of International Business investigate mechanisms for the delivery of the needed language courses.

THE MOTION WAS UNANIMOUSLY CARRIED - 28 IN FAVOR, 0 OPPOSED, 0 ABSTENTIONS

X **Report: Graduate Programs, Research and Program Evaluation - CAFC-96-03A-05**

IT WAS MOVED BY T. J. TOMBERLIN AND SECONDED BY M. IBRAHIM THAT FACULTY COUNCIL APPROVE THE GRADUATE DIPLOMA IN ACCOUNTANCY CURRICULUM REVISIONS AS PRESENTED IN DOCUMENT CAFC-96-03A-05

T. J. Tomberlin reported that most changes were of an editorial nature with the exception of the replacement of the two three-credit courses with one six-credit course to improve the delivery of the summer UFE preparatory course.

THE MOTION WAS CARRIED UNANIMOUSLY

XI **Report: External Affairs and Executive Program** - There was no report.

XII **Reports from Faculty Representatives on University Committees**

1. **University Senate** - There was nothing to report.

2. **Arts and Science Faculty Council**

A. Ahmad reported that at the meeting held March 15th discussion took place regarding planning and self-appraisal documentation and the Dean's Red Book. Other topics included the two-campus operation, the space plan, the recruitment and retention plan, the development and research plan and the ultimate plan which will be available in early fall for the Chair's retreat as well as some discussion about the Vice-Rector-Academic's workload letter.

A. Ahmad reported that the following resolution was unanimously adopted at the meeting held April 19th:

The Arts and Science Faculty Council recommends that in the ongoing allocation of resources resulting from the impending academic retirements, the Arts and Science Faculty receive replacements at least proportionate to the vacancies created by these retirements. Further, to encourage a thorough, transparent, critical, honest University-wide appraisal process, all Faculties should table their planning documents so that Senate can participate in an informed responsible manner.

The Chair emphasized the critical role of FALRIP, and the subsequent model for replacement of retired faculty, to the budget process in addressing the expected \$12.5 M shortfall for 1996-1997. He explained that a disproportionate number of the 225 faculty members eligible for and electing the FALRIP offer are from the Faculty of Arts and Science. He stated that the whole budgeting and



planning process in the University has been predicated upon moving away from horizontal cuts and focusing the process on allocating resources to specific areas the University wants to promote while this motion suggests that if 100 faculty members elect the FALRIP and they are all replaced, 100 positions would be returned to the Faculty of Arts and Science. He noted that the motion which will be discussed at today's Senate meeting implies a budgeting process which, if debated and approved at Senate, would ultimately be implemented.

During the ensuing discussion, it was pointed out that similar motions from various departments within the Faculty of Arts and Science could hamstring the Dean in allocating Faculty replacements according to the five principles. It was noted that while the motion may be optimal to the Faculty of Arts and Science, it would be sub-optimal for the University. It was commented that the motion enshrines a model of horizontal cuts which is contrary to the five Senate-approved principles of the Rector and Vice-Rector, Academic. It was stated that the motion and the Council's response to it are a reflection of stressful times in the Faculty of Arts and Science in particular and the University in general. It was suggested that the Faculty Council formulate a motion which would reinforce the five Senate-approved principles.

The following resolution was moved by G. Johns and seconded by V. H. Kirpalani:

BE IT RESOLVED THAT  
THE FACULTY OF COMMERCE AND ADMINISTRATION COUNCIL RECOMMENDS THAT TO ENCOURAGE A THOROUGH, TRANSPARENT, CRITICAL, HONEST, UNIVERSITY-WIDE APPRAISAL PROCESS, ALL FACULTIES SHOULD TABLE THEIR PLANNING DOCUMENTS SO THAT SENATE CAN PARTICIPATE IN AN INFORMED AND RESPONSIBLE MANNER. FURTHER, THAT IN THE ONGOING ALLOCATION OF RESOURCES RESULTING FROM THE IMPENDING ACADEMIC RETIREMENTS, THE FACULTIES RECEIVE RESOURCES ACCORDING TO THEIR NEEDS AS IDENTIFIED BY THE UNIVERSITY-WIDE PLANNING PROCESS BASED ON THE FIVE SENATE-APPROVED PRINCIPLES.

BE IT FURTHER RESOLVED THAT:  
THE ABOVE RESOLUTION BE FORWARDED TO SENATE FOR DISCUSSION AND A VOTE.

It was suggested that more draconian measures may result if the University community does not accept the implementation of the five principles and the intent of FALRIP to reduce costs in a logical and voluntary manner. It was pointed out that the Faculty of Arts and Science motion would, for example, prevent the Department of Modern Languages from obtaining the needed resources to provide language courses for Commerce students.

It was stated that the notion of the Faculty of Arts and Science wanting 100% replacement of faculty opting for FALRIP was inaccurate. It was pointed out that some departments will see one-third to one-half of their faculty members taking retirement with no replacements expected. Cost cutting initiatives discussed in the Faculty include the elimination of programs and the merger or elimination of departments. In response to an objection raised about the comments and inferences made about the Arts and Science Faculty during the discussion period, the Chair gave his assurances that it is not the intention of the Council, either collectively or individually, to say anything that would be considered negative outside the parameters of a normal debate.

THE RESOLUTION WAS UNANIMOUSLY ADOPTED - 25 IN FAVOUR, 0 OPPOSED, 0 ABSTENTIONS

### 3. Senate Academic Planning and Priorities

The Chair reported that status reports of the individual Faculty planning processes were given at the last meeting.

4. **Senate Academic Programs Committee**  
T. J. Tomberlin reported that the committee was reviewing University-wide curriculum revisions and that he hoped to persuade the committee to convene another meeting to consider curriculum revisions before the fall to ensure that the outstanding Faculty revisions would not be delayed on a one-year period.
5. **Senate Research Committee**  
V. V. Baba reported that the major item discussed was the allocation of infrastructure funds. 50% of the funds are allocated to the University operating budget and 5% to the Vice-Rector, Academic. It was recommended that 45% of the funds be allocated to the Faculties, 15% to be administered by the Dean and 85% to be distributed to the faculty by the Associate Dean responsible for research. This allocation will be phased in over a year period.
6. **Senate Academic Services Committee** - There was nothing to report.
7. **University Library Committee** - There was no report.
8. **Undergraduate Scholarships and Awards Sub-committee** - There was no report.
9. **Computer Resources Committee** - There was no report.
10. **Board of Governors**  
D. Srinivasan reported that the Faculty of Engineering and Computer Sciences made a presentation at the last meeting.
11. **Council of Graduate Studies** - There was nothing to report.

### XIII **Reports from Student Associates**

1. **C.A.S.A. Report**  
D. Srinivasan reported that the CASA lab which has been expanded to include ten new Pentium computers, power point and e-mail facilities and internet access will be open for the summer session. He reported that Professors Morin, Hébert, Simyar, Wahab, and Lavack attended the CASA Awards, an event held on Thursday, May 2nd where CASA recognized the achievements of both students and faculty. He announced that Professors Simyar and Sharma tied for the coveted Best Teacher Award. Council members were invited to attend the Commerce Graduate Ball - tickets are available from Christine in the CASA office at a cost of \$40.00 per ticket. This being his last meeting with Council, he concluded by thanking the decanal team and faculty for their cooperative efforts with student initiatives this year which resulted in unprecedented successes.
2. **C.G.S.A. Report**  
S. Lorber reported that the end-of-year banquet was a success which demonstrated an unprecedented sense of community among the students from different graduate programs. In closing, he thanked the faculty for their valuable contribution to student life.

### XIV **New Business**

1. **MBA Report**  
A. Hochstein reported that the new Case Competition organizers have been appointed: F. Yuen, L. Eguren and S. Fata. He also reported that the winners of the MBA research paper competition are S. Beisswanger and I. Pavilanis. The faculty advisors were Professors Taylor and Jalilvand respectively. He thanked the following faculty members who attended the research paper information session: Professors Appelbaum, Ahmad, Simyar, Barbieri, Tomberlin and Katsanis. The student presenters for this event were I. Pavilanis, S. Beisswanger and T. Shuffler. In conclusion he reported that the first MBA early registration was in process.

XV Other Business

There was no other business.

IT WAS MOVED A. AHMAD AND SECONDED BY D. SRINIVASAN THAT THE MEETING BE ADJOURNED.

THE MOTION WAS UNANIMOUSLY CARRIED.

The next regular meeting of Faculty Council will take place on Friday, May 24, 1996 in room GM403-2. The first part of the meeting will be a closed session to approve the spring 1996 graduates.